

ALBERTA WATER COUNCIL

2011 ANNUAL REPORT



ABOUT THE WATER COUNCIL

The Alberta Water Council is a multi-stakeholder partnership that provides leadership, expertise and sector knowledge to engage and empower industry, non-government organizations, and governments to achieve the outcomes of the *Water for Life* strategy.

Created in 2004 under Ministerial Order by Alberta's Minister of Environment, the Council serves as a unique example of the concept of shared governance. It is one of three types of partnerships named under the *Water for Life* strategy; the others are Watershed Planning and Advisory Councils, and Watershed Stewardship Groups.

The Council regularly reviews implementation of the *Water for Life* strategy and champions the achievement of the strategy's goals. The structure of the renewed *Water for Life* strategy is based on a strong relationship between three goals:

- Albertans are assured their drinking water is safe
- Albertans are assured that Alberta's aquatic ecosystems are maintained and protected
- Albertans will be assured that water is managed effectively to support sustainable economic development

and three key directions in water management practices that are intended to achieve these outcomes:

- Albertans will have access to the knowledge needed to achieve safe drinking water, healthy aquatic ecosystem, and reliable, quality water supplies for a sustainable economy

- *Water for Life* partners are empowered, informed and fully engaged in watershed stewardship
- All sectors understand how their behaviours impact water quality, quantity and the health of aquatic ecosystems, adopt a "water conservation ethic" and take action.

The Council also advises the Alberta Government, stakeholders and the public on effective water management practices and solutions to water issues, as well as on priorities for water research. Where there is consensus, the Council may advise on government policy and legislation. However, the Government of Alberta remains accountable for the implementation of the *Water for Life* strategy, and continues to administer water and watershed management activities throughout the province.

The Council operates by consensus and is guided by an executive committee. It submits reports and recommendations directly to the Minister of Environment and Water and to other stakeholders. In November 2007, the Council was formally incorporated as a not-for-profit society under Alberta's *Societies Act*, with its own bylaws and governance structure. The Council receives an annual grant from the Government of Alberta to cover core operating costs and is responsible for its own financial management.

About this Report

This is the Council's seventh annual report. It summarizes activities for the calendar year 2011.

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EXECUTIVE SUMMARY

This annual report describes the activities of the Alberta Water Council in 2011.

Progress continued this year in the preparation of voluntary water conservation, efficiency and productivity sector plans. The Upstream Oil and Gas sector (including oil sands) and the Forestry sector both presented their plans to the Council in 2011. These two plans are now being implemented, along with the urban municipalities plan and the irrigation sector plan, both of which were completed in 2010. The remaining three plans are expected in 2012, along with the final report from the Sector Planning for Conservation, Efficiency and Productivity project team.

As usual, project teams were responsible for much of the Council's content work. The Moving from Words to Actions project team identified a number of opportunities and approaches to help *Water for Life* partnerships identify and more effectively address shared strategic priorities. The team's recommendations to improve collaboration and coordination among the partnerships are now being implemented.

The Non-Point Source Pollution project team completed its assessment of non-point source pollution of surface water in Alberta and began a review of the relevant non-point source policies, practices and regulatory tools used in Alberta and selected other jurisdictions. Insights gained from this work will shape the team's recommendations, expected in 2012.

The Riparian Land Conservation and Management project team was formed halfway through the year. It aims to better understand the state of riparian lands in Alberta, as well as the management and stewardship best practices in this province and in other jurisdictions. The team began by drafting a definition of "riparian lands" for the purpose of this project.

Late in 2011, the Council began its fourth review of implementation progress of the *Water for Life* strategy.

This year also saw a number of changes that will improve Council governance and program delivery. These included a new three-year communications strategy, the development of an implementation tracking system for Council recommendations, modifications to the operational planning process, and the addition of performance measures to the business plan.

Staff and board members remain active in their outreach within the province and elsewhere, sharing information about the Council and its consensus-based process. For more information on the Alberta Water Council, its publications and activities, please visit the Council's website at www.awchome.ca.

PRESIDENT'S MESSAGE

2011 marked another year of progress and accomplishment for the Alberta Water Council. We were very pleased to see the completion of two more water conservation, efficiency and productivity sector plans. The Upstream Oil and Gas sector, which included the oil sands, presented its plan to the board in March, and the Forestry sector came forward with its plan in October. The remaining three sectors are expected to report in 2012; together, these seven plans will represent a significant voluntary achievement by sectors that account for 90% of the water allocated in the province.

The Council made some changes to its operational planning this year, in response to board members' desire to ensure the Council's advice remains timely and relevant. This included efforts to better align potential projects with the *Water for Life* Action Plan priorities and directions, and improving accountability by formally tracking implementation progress of Council recommendations. This tracking system will enable the board to better monitor the impact of its work and identify areas where the process could be improved. The tracking system will be piloted in 2012 and refined as necessary.

With seven years of operation behind it, the Water Council continues to serve Alberta well. Having watched the Council grow and mature since its formation in 2004, it was a real pleasure for me to become more directly involved with the organization toward the end of 2011.

The Government's decision to place an accent on water - with the departmental name change to Alberta Environment and Water - also elevates the profile of the Council and the other *Water for Life* partnerships. These partnerships remain an important and valuable source of advice and collaboration on water issues. Their success relies on the remarkable dedication and commitment of knowledgeable board members; those who volunteer their time with Council working groups, project teams and committees; and those engaged with Watershed Planning and Advisory Councils and Watershed Stewardship Groups.

I am honoured to take on the role of Council President, and am grateful to my predecessor, Jim Ellis, the other executive members, past and current board members, and the very able Council staff for their enthusiasm and support. I look forward to working with you in the coming year.



Ernie Hui





BOARD MEMBERS

The following were board members as of December 31, 2011, and all gave generously of their time and expertise to advance the Council's work this year.

BROAD CATEGORY	DIRECTOR	ALTERNATE
INDUSTRY		
Chemical and Petrochemical	John Skowronski *	Al Schulz
Cropping	Neil Boyd	Rick Istead
Forestry	Keith Murray	
Irrigation	Ron McMullin	Richard Phillips
Livestock	John Kolk	Doug Sawyer
Mining	Chris Fordham	Stuart Lunn
Oil and Gas	Lars De Pauw	Tara Payment
Power Generation	Jim Hackett	
NON-GOVERNMENT ORGANIZATION		
Environmental	Carolyn Campbell	Bob Cameron
Environmental	Jason Unger	Maureen Bell
Environmental	Vacant	
Fishery Habitat Conservation	Jeff Surtees	Peter Aku
Lake Environment Conservation	Jay White*	Judy Stewart
Watershed Planning and Advisory Councils	Les Gammie	Ken Brown
Wetland Conservation	Perry McCormick	Tracy Scott
GOVERNMENT OF ALBERTA AND PROVINCIAL AUTHORITIES		
Alberta Agriculture and Rural Development	Colin Jeffares	Jamie Wuite
Alberta Energy	Jennifer Steber	Audrey Murray
Alberta Environment and Water	Ernie Hui*	Beverly Yee
Alberta Health and Wellness	Dawn Friesen	Debra Mooney
Alberta Sustainable Resource Development	Ray Gilmour	Evelynne Wrangler
Alberta Water Research Institute	David Hill	
OTHER GOVERNMENT		
Large Urban	Rob Pritchard*	Mark Brostrom
Métis Settlements	Louis Pawlowich	
Rural	Al Kemmere	Bob Barss
Small Urban	Richard Quail	Rachel Bocock
Ex-officio	Gordon Edwards*	

* Executive member as of December 31, 2011.

The Council gratefully acknowledges the following individuals who stepped down in 2011:

DIRECTORS:

Darlene Carfelle, Deanne Carson, Jim Ellis, Pat Kehoe, Al Kennedy, Alex MacKenzie, Eric McGhan

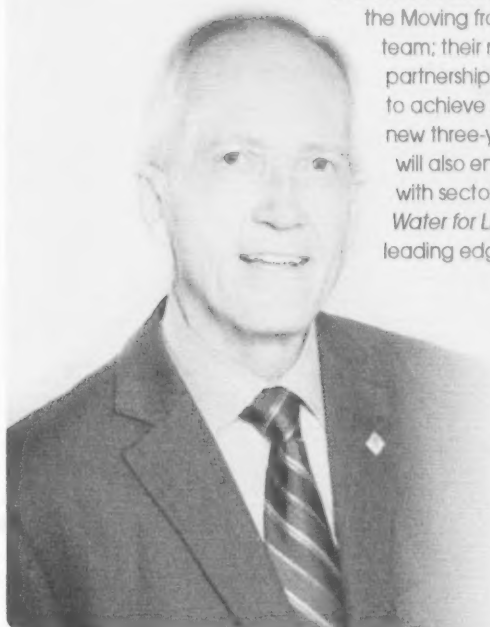
ALTERNATES:

Eric Butterworth, Lisa Maria Fox, Sharon McKinnon, Dave Middleton, Ken Omotani

EXECUTIVE DIRECTOR'S MESSAGE

One of the signs of a strong, dynamic organization is its ability to embrace change. 2011 saw quite a bit of change for the Council, some of it evident and other aspects less so. Some of the obvious changes this year included a new President, several new board members and the formation of project teams on non-point source pollution, and riparian land conservation and management.

Other changes will become more apparent over time as they lead to improvements in governance and program delivery. Among these was the adoption of five performance measures to enable us to better monitor and report on performance against the business plan goals. Communications was another area where new directions were established. Improving the way *Water for Life* partnerships communicate and share information was a key message from the Moving from Words to Actions project team; their recommendations will help partnerships collaborate more effectively to achieve shared priorities. The Council's new three-year Communications Strategy will also enhance communications with sector members, stakeholders and *Water for Life* partners through the use of leading edge tools and processes.



At the same time, one important activity continued with the initiation of our fourth review of *Water for Life* implementation progress. This regular review is a core element of the Council's mandate that both assesses implementation and provides advice for improvement.

2011 was the first year we had a full staff complement. All project managers have completed the courses on consensus decision making offered by the Alberta Arbitration and Mediation Society, and we continue to look for opportunities to improve the project management services and process leadership we provide to members and volunteers.

I would like to thank all of the directors, alternates and team members for their service and continuing commitment to the Council. In particular, I want to express my appreciation to Jim Ellis for his leadership and support over the last four years, and we look forward to working with our new president, Ernie Hui.

A handwritten signature in dark ink, appearing to read 'G. Edwards'.

Gordon K. Edwards

Our team as of December 31, 2011

Gordon Edwards, **Executive director**
Terry Sly, **Senior project manager**
Andre Asselin, **Project manager**
Alesha Hill, **Project manager**
Meredith Walker, **Project manager**
Jennifer Beepat, **Office manager**
Petra Rowell, **Contract project manager**
Kim Sanderson, **Contract policy and communications**





COMMITTEE, WORKING GROUP AND PROJECT TEAM MEMBERS

The following individuals contributed their time and expertise to Council working groups and project teams in 2011, and the Council gratefully acknowledges their commitment and support. This list also includes individuals who led or helped to prepare statements of opportunity for projects the Council considered in determining its future work. The Council also thanks the many other individuals from various stakeholder groups who reviewed documents, responded to surveys, and volunteered their time in support of our activities.

Norine Ambrose	Les Gammie	Bernd Manz	Karen Raven
Ron Axelson	Brendan Ganton	Sharon McKinnon	Lynn Robb
Giselle Beaudry	Margaret Glasford	Ron McMullin	David Samm
Maureen Bell	Earl Graham	Donna Mendelsohn	Al Schulz
Elaine Bellamy	Scott Hillier	Dan Moore	Tracy Scott
Rachel Bocock	Brian Hills	Valerie Moore	Martin Shields
Rick Bonar	Curtis Horning	Julienne Morissette	John Skowronski
Greg Bowie	Kate Hovland	Keith Murray	Terry Sly
Laura Bowman	Ernie Hui	Stephanie Neufeld	Judy Stewart
Mark Brostrom	Brian Ilnicki	Jennifer Nitschelm	Jeff Surtees
Bob Cameron	Rick Islead	Dwight Oliver	Wayne Tuck
Tom Davis	Andrea Kalischuk	Ken Omotani	Jason Unger
Yin Deong	Roger Kelley	Louis Pawlowich	Martin VanOlst
Gord Edwards	Al Kemmere	Grant Pearsell	Jay White
Jim Ellis	Al Kennedy	Bob Phillips	Sharon Willanen
John Englert	John Kolk	Richard Phillips	Jamie Wulfe
Lisa Maria Fox	Christine Lazaruk	Shirley Pickering	Karen Yakimishyn
Bill Franz	Arlin MacFarlane-Dyer	Norma Posada	Bev Yee
Jim Fujikawa	Tony Machacek	Rob Pritchard	Tracy Young

COUNCIL ACTIVITIES AND PROGRESS IN 2011

This was the first full year of operations under the Council's 2010-2013 business plan. Each of the plan's three areas of core business has a specific goal and several strategies to achieve the goal. The table below shows the core businesses, goals, performance measures and areas of activity related to each core business for 2011.

1	2
CORE BUSINESS Steward the Implementation of <i>Water for Life</i>	CORE BUSINESS Provide Valued Policy Advice
GOAL The implementation of the <i>Water for Life</i> Strategy is reviewed in a timely and thorough manner.	GOAL Alberta Water Council's policy recommendations are timely, based on credible information, implementable, have consensus and support <i>Water for Life</i> goals and timelines.
PERFORMANCE MEASURES A. Percentage of Council members contributing to the <i>Water for Life</i> <i>Implementation Review</i> report, which is due 18 months after the period under review.	PERFORMANCE MEASURES A. Percentage of projects completed in the timeline prescribed in the approved project terms of reference B. Percentage of issues identified by Council project teams addressed with consensus recommendations.
AREAS OF COUNCIL ACTIVITY IN 2011 ■ Moving from Words to Actions ■ <i>Water for Life Implementation Review</i>	AREAS OF COUNCIL ACTIVITY IN 2011 ■ Non-Point Source Pollution ■ Riparian Land Conservation and Management ■ Sector Planning for Water Conservation, Efficiency and Productivity

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CORE BUSINESS

Provide a Forum for Discussion and Resolution of Water Issues

GOAL

Alberta Water Council has an effective process for sectors to discuss and resolve water management issues.

PERFORMANCE MEASURES

- A. Percentage of directors satisfied that the Council's processes and communications are addressing the needs of the board.
- B. Percentage of identified process gaps being appropriately addressed within six months of coming to the Council's attention.

AREAS OF COUNCIL ACTIVITY IN 2011

- Sector Planning for Water Conservation, Efficiency and Productivity
- Communications

This year the Council also revised its operational planning process to better align its work with Government of Alberta priorities for *Water for Life* implementation. This included revamping the Statement of Opportunity process and adjusting the timing and approach for selecting new projects. The new process will be used for the first time in 2012. The Board also agreed it needed to better monitor the implementation progress of Council recommendations, and an implementation tracking system was developed. Updates will be provided to the board at least annually, and more frequently if progress warrants. The areas of Council activity for 2011 are described in more detail on the following pages under the work of the appropriate committee, working group or project team.



COMMITTEES, WORKING GROUPS AND PROJECT TEAMS

Committees, working groups and project teams are where much of Council's substantive work is done. Like the Council, these multi-stakeholder bodies make decisions by consensus.

COMMITTEES are typically formed to deal with administrative matters and often carry on their work from year to year.

WORKING GROUPS are formed when the Council decides that more detailed work is needed in an area. The main purpose of a working group is to scope the issue and recommend how it could be addressed. This usually involves preparing terms of reference for a project team.

PROJECT TEAMS are established to investigate particular water issues thoroughly and come back to Council with a report and recommendations. Terms of reference for each team are available on the Council's website.

This section briefly describes the accomplishments of each committee, working group and project team.

Reports from Council teams are available online at www.awchome.ca.

Committees

EXECUTIVE COMMITTEE

The Council is guided by a five-person Executive Committee, which includes a member from each of the four broad categories plus the executive director. The Executive Committee provides financial and statutory oversight on behalf of the board, sets the agenda for each board meeting, and responds to issues that arise between meetings, giving direction to staff or handling the matter directly, as appropriate. Executive members liaise with Ministers and, along with Council Directors, communicate with the media when required, and monitor the board's effectiveness and adherence to Council policies and procedures.

The Executive Committee also leads communications and strategic and business planning activities. This year saw the development of a new Communications Strategy and Action Plan, which will be updated on a three-year rotational basis. The strategy focuses on using the tools already in place to build a stronger communication system within the Council and with sector members, stakeholders and *Water for Life* partners to help achieve the Council's goals.

Three additional areas were the focus of Executive Committee attention in 2011:

- Executive worked with staff to develop an implementation tracking system for Council recommendations.
- The Executive Committee responded to the recommendations of the Sustainable Funding Sub-Committee, identifying areas where further work would be undertaken.
- Toward the end of the year, the Executive established a sub-committee to review the Council's current and future membership needs. This sub-committee will report back in 2012.

WATER FOR LIFE IMPLEMENTATION REVIEW COMMITTEE

Part of the Council's core business is to regularly review implementation progress of the *Water for Life* strategy. Each review assesses the status, effectiveness and progress of implementation activities and provides advice for improvement based on the assessment. Previous reviews were completed in 2005, 2007 and 2009.

The Council's fourth review will provide a snapshot of *Water for Life*'s status, effectiveness and progress as of December 31, 2011. The review began in late 2011 with a sector survey and interviews with appropriate Government of Alberta staff. The committee expects to complete its assessment and report to the board before the end of 2012.

Working Groups and Project Teams

MOVING FROM WORDS TO ACTIONS

The Moving from Words to Actions project team was formed in 2010 to recommend ways to improve coordination and communication among the *Water for Life* partnerships. Building on the Council's earlier work on shared governance, the aim was to enable the three partnerships to identify and more effectively address shared strategic priorities. All three *Water for Life* partnerships were represented on the project team.

In June 2011, the board approved the team's 15 recommendations, which were directed to the Alberta Stewardship Network, Watershed Stewardship Groups, Watershed Planning and Advisory Councils, the Alberta Water Council and the Government of Alberta. Although a great deal of communications activity already occurs, the team identified gaps in the current communications system and developed several recommendations for improvement. Other recommendations identified opportunities for improving collaboration and coordination among the partnerships. The report, *Moving from Words to Actions — Recommendations to improve communication, coordination and collaboration between and among Water for Life partnerships*, is available on the Council's website.



SECTOR PLANNING FOR WATER CONSERVATION, EFFICIENCY AND PRODUCTIVITY

The *Water for Life Action Plan* (2009) calls for water conservation, efficiency and productivity (CEP) plans to be prepared by all major water-using sectors. The Council has been working to promote and assist the development of CEP sector plans by seven major water-using sectors that account for most of the allocated water in Alberta.

This team provides a venue for stakeholders to discuss challenges and share ideas as they prepare their CEP plans. Sector plans have been guided by the annotated table of contents and the framework developed previously by Council. The project team provides regular written updates to the board on sector planning progress and related issues under consideration. The board approved several changes to the team's terms of reference in 2011 to address timelines, deliverables and budget requirements. Toward the end of the year, the team began work on its final report, which will include recommendations to help the next team evaluate overall progress in achieving CEP goals. The final report is expected in late 2012.

Two more sectors completed their CEP plans in 2011. In March, the Upstream Oil and Gas sector presented its plan; this plan covered two sub-sectors: the upstream component of the oil and gas sector, and the oil sands component of the mining and oil sands sector. Preparation of the plan was overseen by members of the Canadian Association of Petroleum Producers, which

represents large and small oil and gas companies, and the Oil Sands Developers Group, which represents oil sands operators and developers. The sector plan aims to improve non-saline water use productivity by 24% by 2015, compared to 2002 to 2004. The targeted improvement is between 15% and 47% depending on the type of oil or bitumen production. The plan recommends a number of potential CEP opportunities that members could consider to secure the most significant CEP gains, many of which focus on the increased use of saline water.

The Alberta Forest Products Association (AFPA) coordinated the production of the Forestry sector plan, which was presented to the board in October. The AFPA continues to work with Alberta's pulp and paper mills to identify further opportunities for water CEP. It is up to each mill to determine which opportunities are feasible, and when and how CEP initiatives might be undertaken. Overall, this sector has established the following criteria for measuring success of its plan:

- Rivers are healthy
- Effluent quality is maintained or improved
- Water diversion is decreased
- Water intensity (cubic metres used to produce a tonne of pulp) is reduced.

The remaining three sectors (chemical producers, downstream petroleum products, and power generation) are expected to complete their plans in 2012.

NON-POINT SOURCE POLLUTION

Building on previous Council work on healthy aquatic ecosystems, the Non-Point Source Pollution project team was established to make recommendations on how to better manage the total non-point source contaminant loadings to achieve *Water for Life* goals. Phase I of the team's work entailed assessing the state of knowledge of non-point source (NPS) pollution of surface water in Alberta. The team hired a consultant, whose detailed report looked at NPS loadings by watershed and major land use in the province, noting that:

- Physical characteristics and processes in a watershed partially define the risk of NPS pollution.
- It is important to consider stream size when determining the impacts of NPS pollution.
- The NPS impacts of some individual activities on the landscape are generally known.
- Several factors hinder our ability to conclusively understand NPS pollution in Alberta watersheds, including monitoring and data gaps, and information about cumulative impacts of NPS pollutants from multiple landscape activities.

With this knowledge, the team moved to Phase II in October, commissioning another report to examine the relevant policies, practices and regulatory tools used in Alberta and selected other jurisdictions. The third phase of work will involve analyzing gaps and opportunities and developing recommendations to advance Alberta's efforts to manage the impacts of non-point source pollution and, where appropriate, reduce it. The team expects to present its final report and recommendations to the board in late 2012.

RIPARIAN LAND CONSERVATION AND MANAGEMENT

In June, the board approved terms of reference to establish the Riparian Land Conservation and Management project team. The main objective of this project is to gain an understanding of the current state of riparian lands in Alberta, and the management and stewardship "best practices" (policies, practices and procedures) in this province and in other jurisdictions. The team selected a consultant to undertake this work through the first half of 2012. The project will also evaluate the state of riparian lands, management and stewardship against the needs of all relevant sectors, and will propose recommendations to improve riparian land conservation and management in Alberta.

For the purpose of the project, the team is working on a definition for "riparian lands" and will present this definition to the board for approval in 2012. The team expects to submit its final report and recommendations to the board in early 2013.



IN-KIND CONTRIBUTIONS

In-kind support is a cornerstone of the Council's ability to address complex water management issues and is extremely valuable in helping the Council to complete its work.

Industry, government and non-government organizations have all provided such support, largely through the participation of their staff. A number of organizations have also hosted meetings and other events. The Council has tried to assign a dollar value to this support by examining time and travel costs and other contributions, but can confidently say that the true value of these contributions is both under-recorded and underestimated.

The total in-kind contributions of time for 2011 amounted to almost 3,600 hours, which represents about \$300,000 in donated time. The chart shows these in-kind contributions from the four broad stakeholder categories.

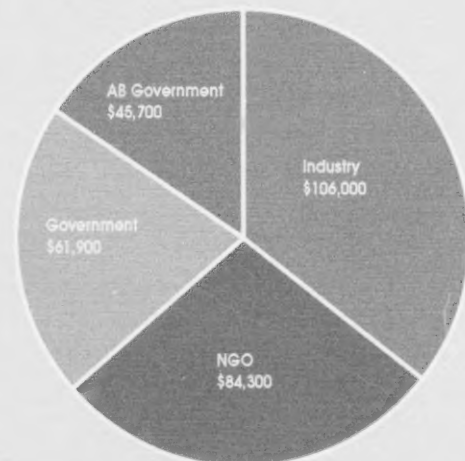
Substantial additional cash resources were committed in 2011 to support the work of the Riparian Land Conservation and Management Project Team; these commitments came from Alberta Agriculture and Rural Development, Alberta Beef Producers, Alberta Environment and Water, Alberta Irrigation Projects Association, Alberta Municipal Affairs, Athabasca Watershed Council, Beaver River Watershed Alliance, Canadian Association of Petroleum Producers, City of Calgary, Crop Sector Working Group, Ducks Unlimited Canada, EPCOR, and the Oldman Watershed Council. A number of organizations also made cash contributions to support the work of the Non-Point Source Pollution Project Team and were acknowledged in the 2010 annual report.

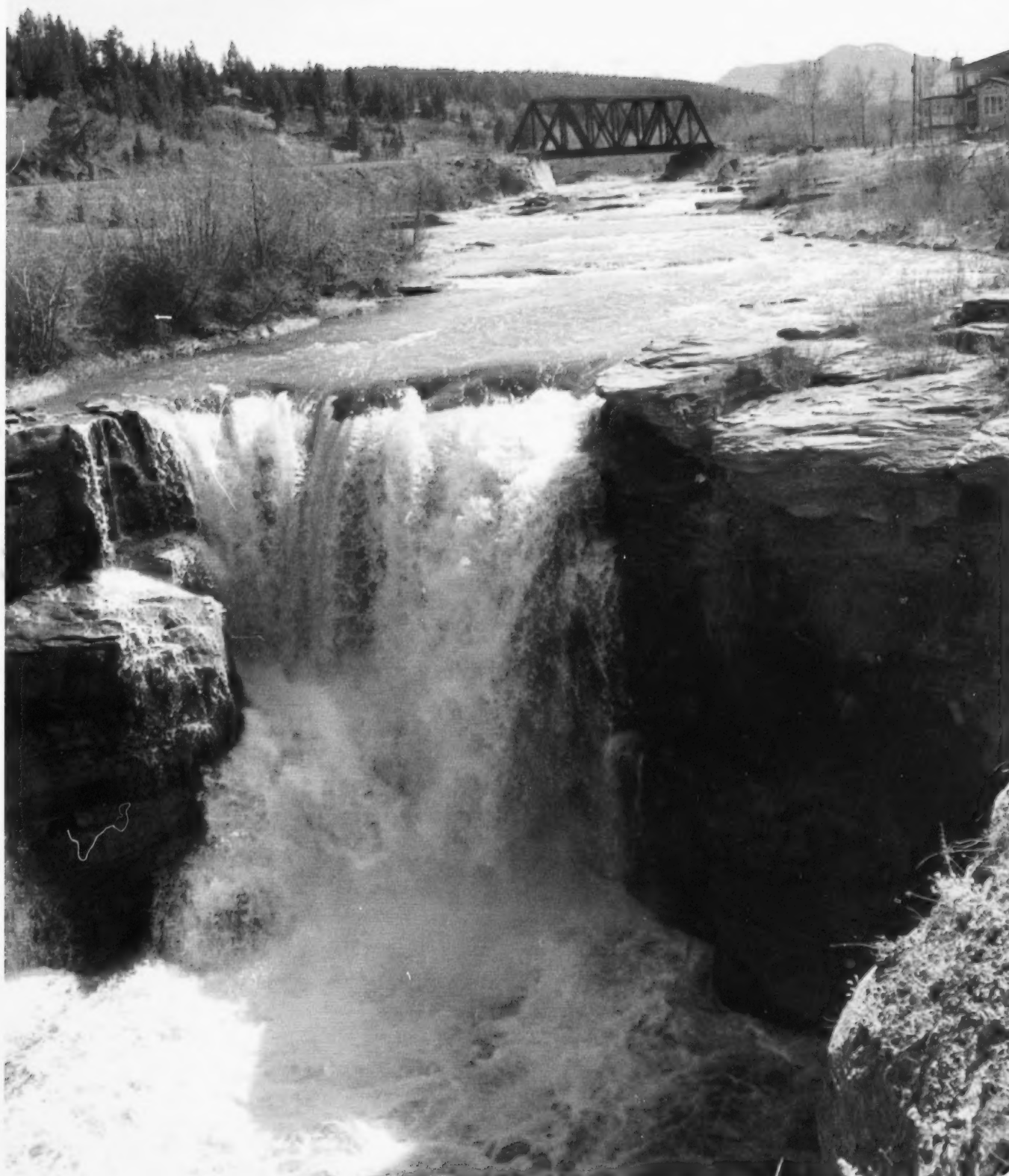
Aquality Environmental Consulting Ltd. contributed to the Council's recognition event in 2011.

In addition to the contributions reflected above and in the chart, the Government of Alberta provided office space to the Council in 2011, as well as five months' salary for a full-time staff member.

The Alberta Water Council gratefully acknowledges all the generous contributions it has received from its stakeholders.

AWC IN-KIND
CASH EQUIVALENT





AUDITORS' REPORT

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REPORT OF THE INDEPENDENT AUDITOR ON THE SUMMARY FINANCIAL STATEMENTS

To the Directors Alberta Water Council Association

The accompanying summary financial statements, which comprise the summary statement of financial position as at December 31, 2011 and the summary statement of revenue and expenditures for the year then ended are derived from the audited financial statements of the Alberta Water Council Association for the year ended December 31, 2011. We expressed an unmodified audit opinion on those financial statements in our report dated February 16, 2012. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

The summary financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of the Alberta Water Council Association.

Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of a summary of the audited financial statements in accordance with Canadian generally accepted accounting principles.

Auditor's Responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard 810 — *Engagements to Report on Summary Financial Statements*.

Opinion

In our opinion, the summary financial statements derived from the audited financial statements of the Alberta Water Council Association for the year ended December 31, 2011 are a fair summary of those financial statements, in accordance with Canadian generally accepted accounting principles.

Edmonton, Alberta
March 23, 2012

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SUMMARIZED FINANCIAL STATEMENTS - ALBERTA WATER COUNCIL ASSOCIATION

Statement of Financial Position

AS AT DECEMBER 31, 2011

	2011	2010
ASSETS		
CURRENT		
Cash and cash equivalents	\$ 2,094,766	\$ 1,829,891
Accounts receivable	7,110	15,239
Prepaid expenses	7,771	7,768
	2,109,647	1,852,898
PROPERTY AND EQUIPMENT	28,908	41,233
	<u>\$ 2,138,555</u>	<u>\$ 1,894,131</u>
LIABILITIES AND NET ASSETS		
CURRENT		
Accounts payable and accrued liabilities	\$ 29,564	\$ 30,234
Deferred contributions	2,088,580	1,823,569
	2,118,144	1,853,803
DEFERRED CONTRIBUTIONS — PROPERTY AND EQUIPMENT	19,911	39,828
	2,138,055	1,893,631
NET ASSETS		
Unrestricted net assets (deficit)	(8,497)	(904)
Invested in property and equipment	8,997	1,404
	500	500
	<u>\$ 2,138,555</u>	<u>\$ 1,894,131</u>

Statement of Operations

FOR THE YEAR ENDED DECEMBER 31, 2011

	2011	2010
REVENUE		
Grants	\$ 768,998	\$ 649,475
Donations	27,491	—
Amortization of deferred contributions — property and equipment	19,917	34,275
Interest	14,052	6,815
	<u>830,458</u>	<u>690,565</u>
EXPENSES		
Salaries, wages, and benefits	533,509	444,752
Sub-contracts	92,521	37,037
Director and stakeholder support	79,188	75,273
Administration	51,625	53,659
Amortization	24,462	34,977
Travel	18,305	10,378
Rental	10,301	10,080
Professional fees	9,815	10,786
Insurance	9,774	9,769
Meals	958	369
Repairs and maintenance	—	2,844
Advertising	—	641
	<u>830,458</u>	<u>690,565</u>
EXCESS OF REVENUE OVER EXPENSES	<u>\$ —</u>	<u>\$ —</u>

Statement of Changes in Net Assets

FOR THE YEAR ENDED DECEMBER 31, 2011

	Unrestricted Net Assets (Deficit)	Invested in Property and Equipment	2011	2010
NET ASSETS — BEGINNING OF YEAR	\$ (904)	\$ 1,404	\$ 500	\$ 500
Property and equipment purchases	(12,138)	12,138	—	—
Amortization of property and equipment	24,462	(24,462)	—	—
Amortization of deferred contributions — property and equipment	(19,917)	19,917	—	—
NET ASSETS — END OF YEAR	<u>\$ (8,497)</u>	<u>\$ 8,997</u>	<u>\$ 500</u>	<u>\$ 500</u>

ORGANIZATIONS

The following organizations have supported the Alberta Water Council through their generous in-kind contributions. These commitments have been instrumental in helping the Council undertake its work and are deeply appreciated. The Council also values the contributions from the many organizations that have been engaged behind the scenes and are too numerous to track.

Alberta Agriculture and Rural Development	ATCO Power Ltd.	Lesser Slave Lake Watershed Council
Alberta Association of Municipal Districts and Counties	Athabasca Watershed Council	Métis Settlements General Council
Alberta Beef Producers	Battle River Watershed Alliance	Mighty Peace Watershed Alliance
Alberta Chamber of Resources	Beaver River Watershed Alliance	Milk River Watershed Council Canada
Alberta Conservation Association	Bow River Basin Council	Mountain View County
Alberta Energy	Bow River Irrigation District	Natural Resources Conservation Board
Alberta Environment and Water	Canadian Association of Petroleum Producers	North Saskatchewan Watershed Alliance
Alberta Environmental Network	Chemistry Industry Association of Canada	NOVA Chemicals
Alberta Forest Products Association	Canadian Petroleum Products Institute	Oldman Watershed Council
Alberta Health and Wellness	City of Brooks	Penn West Energy Exploration
Alberta Innovates – Energy & Environment Solutions – Water Resources	City of Calgary	Penn West Energy Trust of Canada
Alberta Irrigation Projects Association	City of Edmonton	Red Deer River Watershed Alliance
Alberta Lake Management Society	Clearwater County	Shell Canada Ltd.
Alberta Newsprint Company	ConocoPhillips Canada	South East Alberta Watershed Alliance
Alberta Pulse Growers	Crop Sector Working Group	South Peace Environmental Association
Alberta Riparian Habitat Management Society – Cows and Fish	Devon Canada	Suncor Energy
Alberta Sustainable Resource Development	Ducks Unlimited Canada	Sustainability Resources Ltd.
Alberta Transportation	Encana Corporation	Taber Irrigation District
Alberta Urban Municipalities Association	Environmental Law Centre	Town of Okotoks
Alberta Wilderness Association	Environment Canada	TransAlta Corporation
Alberta Winter Wheat Producers Commission	EPCOR Water Services	Trout Unlimited Canada – Alberta Chapter
Agri-Environment Services Branch, Agriculture and Agri-Food Canada	Imperial Oil Limited	Water Conservation Trust of Canada
AQUALITY Environmental Consulting Ltd.	Fish Habitat Conservation Collective	
Aquatera Utilities Inc.	Highwood Water Management Planning Public Advisory Committee	
	Hinton Wood Products Woodland – A Division of West Fraser Mills Ltd.	
	Intensive Livestock Working Group	
	Land Stewardship Centre of Canada	



OTHER RESOURCES

The Alberta Water Council's reports can be obtained from the Council's website or on request to Council staff. Other agencies and organizations

have published materials that have been useful to the Council and may be of interest to readers. Some of these are noted below.

ALBERTA WATER COUNCIL DOCUMENTS

The following documents are available on the Alberta Water Council website at www.awchome.ca.

- *Moving from Words to Actions - Recommendations to improve communication, coordination and collaboration between and among Water for Life partnerships* (2011)
- *Consensus Decision-Making Toolkit* (2010), published with the Clean Air Strategic Alliance
- *Provincial Ecological Criteria for Healthy Aquatic Ecosystems: Recommendations from the Alberta Water Council* (2009)
- *Recommended Projects to Advance the Goal of Healthy Aquatic Ecosystems* (2009)
- *Recommendations for Improving Alberta's Water Allocation Transfer System* (2009)
- *Healthy Aquatic Ecosystems - A Working Definition* (2008)
- *Water for Life, Recommendations for Renewal* (2008)
- *Intra-Basin Water Movement: Major Principles and Recommendations* (2008)
- *Recommendations for Water Conservation, Efficiency and Productivity Sector Planning* (2008)
- *Strengthening Partnerships: A Shared Governance Framework for Water for Life Collaborative Partnership* (2008)
- *Recommendations for a New Alberta Wetland Policy* (2008)
- *Recommendations for an Alberta Wetland Policy Implementation Plan* (2008)

- *Recommendations for a Watershed Management Planning Framework for Alberta* (2008)
- *Intra-Basin Water Movement Inter-jurisdictional Research Report* (2008)
- *Water Conservation, Efficiency and Productivity: Principles, Definitions, Performance Measures and Environmental Indicators* (2007)
- *Water Policy Issues and Gaps* (2007)
- *Review of Implementation Progress of Water for Life, 2006-2008* (2009)
- *Review of Implementation Progress of Water for Life, 2005-2006* (2007)
- *Review of Implementation Progress of Water for Life, 2004/2005* (2005)
- *2010-2013 Business Plan* (2010)
- *Water Research Strategy* (2006), published by the Alberta Science and Research Authority

ANNUAL REPORTS

- *Alberta Water Council 2010 Annual Report*
- *Alberta Water Council 2009 Annual Report*
- *Alberta Water Council 2008 Annual Report*
- *Alberta Water Council 2007 Annual Report*
- *Alberta Water Council 2005-2006 Annual Report*
- *Alberta Water Council 2004-2005 Annual Report*

OTHER RESOURCES

Water for Life Strategy and Related Documents

A number of documents related to the *Water for Life* strategy are available online at www.waterforlife.alberta.ca

Watershed Planning and Advisory Councils

(see <http://albertawpacs.ca/> for more details)

- Athabasca Watershed Council, www.athabascawatershedcouncil.org
- Battle River Watershed Alliance, www.battleriverwatershed.ca
- Beaver River Watershed Alliance, www.beaverriverwatershed.ca
- Bow River Basin Council, www.brbc.ab.ca
- Lesser Slave Lake Watershed Council www.lswc.ca
- Mighty Peace Watershed Alliance, www.mightypeacewatershedalliance.org
- Milk River Watershed Council Canada, www.milkriverwatershedcouncil.ca
- North Saskatchewan Watershed Alliance, www.nswa.ab.ca
- Oldman Watershed Council, www.oldmanbasin.org
- Red Deer River Watershed Alliance, www.rdrwa.ca
- South East Alberta Watershed Alliance, www.seawa.ca

OTHER ALBERTA RESOURCES AND WEBSITES

- Alberta Stewardship Network, <http://landstewardship.org/ASN/>
- Alberta Innovates – Energy and Environment Solutions (formerly the Alberta Water Research Institute), www.waterinstitute.ca

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